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7 December 1972

MEMORANDUM FOR: Mr. Tweedy, D/DCI/IC

SUBJECT: Andy Marshall's Unhappiness with Study Projects

1. The following comments relate to a follow-on conversation with Andy Marshall today after my telephone discussion with him on 4 December in which he expressed unhappiness with the way the NSCIC Working Group study projects are proceeding.

2. Essentially, Andy is concerned that:

a. Personnel assigned to study panels by the intelligence organizations are not motivated to give priority to the studies and to devote adequate time to them.

b. CIA and DIA do not effectively identify and raise issues as part of their panel participation. The issues being developed in current studies have been identified primarily by Andy and Captain Pickett and by interviews they have had with intelligence users of the products being reviewed.

3. The following comments relate to specific projects and illustrate what is bothering Andy:

a. The India-Pakistan study: Andy considers the community was "lucky" on this one because of the skill and effort which Curtis Jones of State applied to the study.

b. NSSM-69: Panelists from the intelligence agencies made very meager inputs and were either unable or unwilling to surface issues on which the performance of the intelligence community could be criticized. The participants who were willing to take a critical view of the situation came from outside the intelligence community, particularly OSD/SA.

c. Israeli-Egyptian Case Fire: Initiation of this study was approved by the NSCIC Working Group at its 6 July meeting but Andy reports there still is no serious draft. Andy says the material from the intelligence participants generally says "Things went as well as could be expected, given the constraints" and comments from users he has talked with take the tenor "They've got to be kidding". He considers this study clearly indicates the unwillingness of intelligence panelists to identify matters which are critical of the functioning of the community. He also feels that the participants are not able to devote sufficient time to the project to keep it moving along.

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the panel chairman, composed a very good questionnaire. He rates the State reply as outstanding but considers that DIA did not face the issues and that CIA turned in a "poor, long but bland response."

e. Yugoslavia: This study is still in the early planning stages. [REDACTED] the chairman nominated by Ray Cline, still maintains he is too busy to do the project. Andy said he asked [REDACTED] to submit an outline within ten days but got it a month later, and Andy thinks the outline could have been written in less than an hour.

4. In order to provide assistance to the intelligence panel/in identifying issues which deserve analysis, Andy is planning to experiment with a panel of users from other government agencies. He also plans to use a panel from outside the government to review selected intelligence products. Even with the users of intelligence, Andy is having difficulty getting the agencies to nominate panelists who have time to involve themselves seriously in the project.

5. Andy has already talked with [REDACTED] about the problems he is having with the various projects and he reports that [REDACTED] tells him this is what he had expected. Andy plans to meet with Ray Cline next week to talk over the situation with him. He also is available to meet with you at your convenience, but because of the limitations on your time in the office he prefers to leave the initiative on this to you.

6. I suggested to Andy that in view of the difficulties he has experienced in obtaining ad hoc intelligence representatives for his panels, perhaps we should be considering the establishment of a special staff responsive to him which could augment his own efforts. One way would be to have the intelligence production offices detail officers to work under Andy's direction in the conduct of studies as a full-time activity. Another way would be to elicit the assistance of the training organizations and use both faculty and students to conduct studies as part of their training program. Andy said he already has had some discussions with Defense Intelligence School representatives and had found considerable interest. He also is wondering about the use of government internees for periods of several months at a time. I emphasized to him that temporary detail of intelligence officers to participate in studies which were critical of intelligence production might pose problems for those personnel when they returned to their own organizations. This aspect would have to be carefully monitored.

7. The discussion relating to what might be done to improve the situation was quite general, and this is obviously something I would like to think more about before I make specific proposals to you.



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Chief, PRG/IC

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